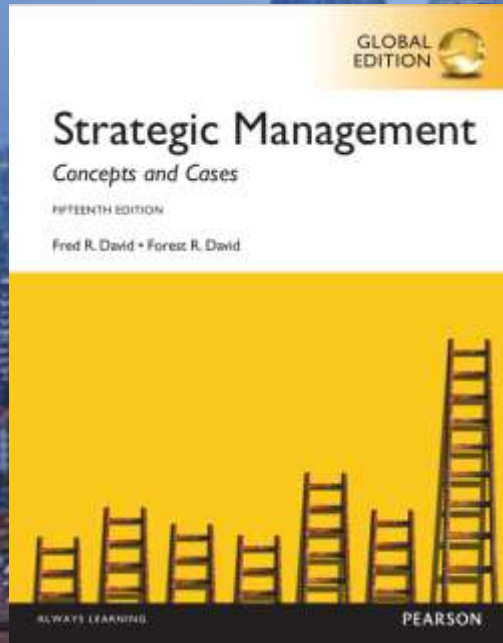


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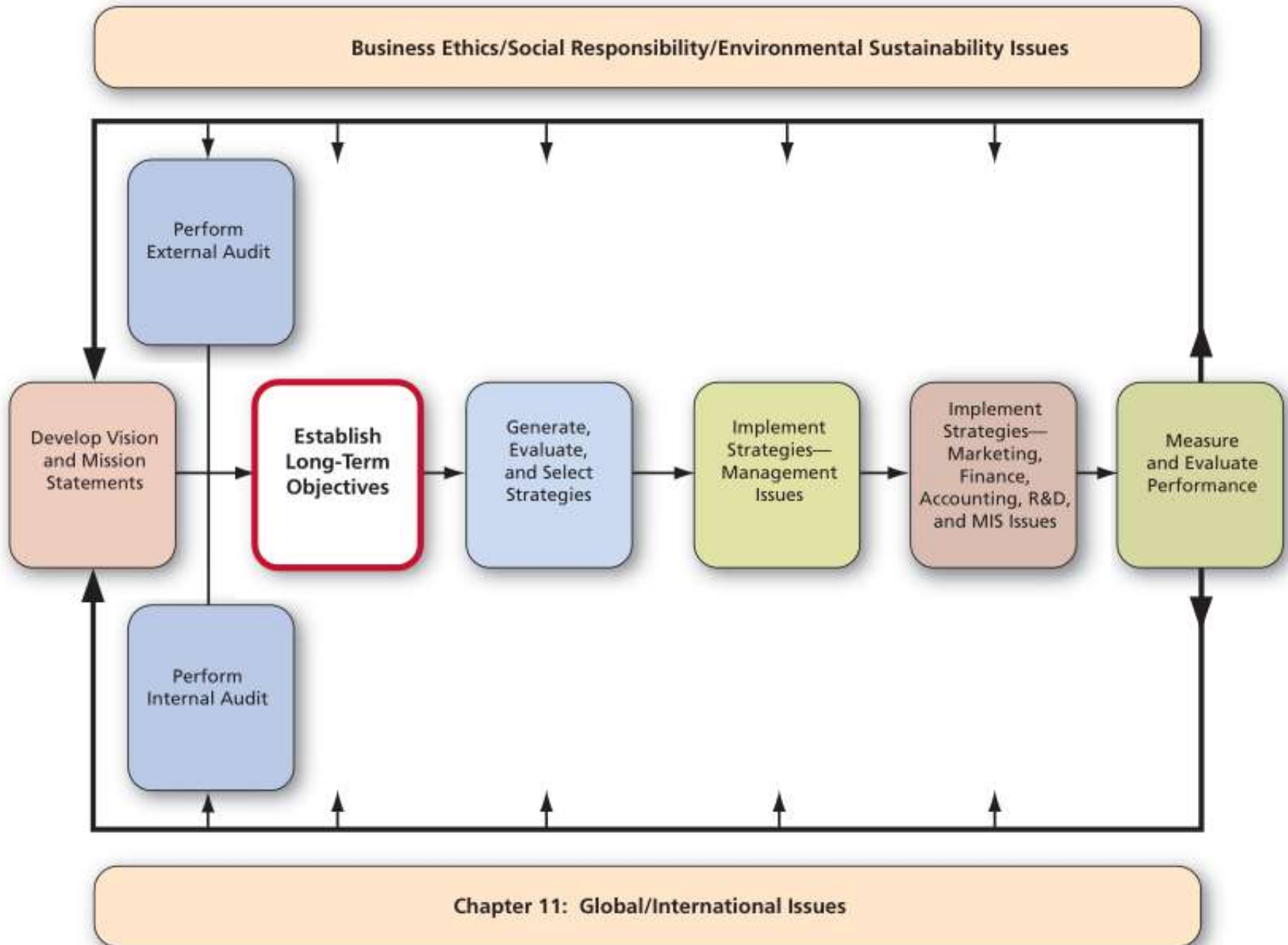
Types of Strategies



Tujuan Kuliah

- 1. Mendiskusikan pentingnya tujuan jangka panjang**
- 2. Membandingkan antara sasaran keuangan dengan sasaran stratejik**
- 3. Mendiskusikan Balanced Scorecard**
- 4. Mengidentifikasi 16 jenis strategi bisnis**
- 3. Mengidentifikasi contoh-contoh berbagai jenis strategi**
- 4. Mendiskusikan tingkatan-tingkatan strategi pada perusahaan kecil maupun besar**
- 5. Mendiskusikan Porter's five generic strategies**

A Comprehensive Strategic-Management Model



STRATEGY



Varying Performance Measures by Organizational Level

Organizational Level	Basis for Annual Bonus or Merit Pay
Corporate	75% based on long-term objectives 25% based on annual objectives
Division	50% based on long-term objectives 50% based on annual objectives
Function	25% based on long-term objectives 75% based on annual objectives

Long Term Objectives

- Quantitative

- Measurable

- Realistic

- Understandable

- Challenging

- Hierarchical

- Obtainable

- Congruent

A SMART way to Look at Objectives

1. **S**pecific – Objectives should specify what they want to achieve.
 2. **M**easurable – You should be able to measure whether you are meeting the objectives or not.
 3. **A**chievable - Are the objectives you set, achievable and attainable?
 4. **R**ealistic – Can you realistically achieve the objectives with the resources you have?
 5. **T**ime – When do you want to achieve the set objectives?
-

The Benefits of Having Clear Objectives

1. Provide direction by revealing expectations
 2. Allow synergy
 3. Aid in evaluation by serving as standards
 4. Establish priorities
 5. Reduce uncertainty
 6. Minimize conflicts
 7. Stimulate exertion
 8. Aid in allocation of resources
 9. Aid in design of jobs
 10. Provide basis for consistent decision making
-

Financial vs. Strategic Objectives

STRATEGIC OBJECTIVES

- A bigger market share
- Quicker design-to-market times than rivals
- Higher product quality
- Lower costs relative to competitors
- Broader or more attractive product line
- Superior customer service
- Wider geographic coverage

FINANCIAL OBJECTIVES

- Growth in revenues
 - Growth in earnings
 - Wider profit margins
 - Higher returns on invested capital
 - Attractive economic value added (EVA) performance
 - Bigger cash flows
 - A rising stock price
 - Earnings per Share
 - Strong bond and credit ratings
-

Balanced Scorecard



Types of Strategies

Integration

- Forward Integration
- Backward Integration
- Horizontal Integration

Intensive

- Market Penetration
- Market Development
- Product Development

Diversification

- Concentric Diversification
- Conglomerate
Diversification

Defensive

- Retrenchment
- Divestiture
- Liquidation

Alternative Strategies Defined and Exemplified

Strategy	Definition	Examples
Forward Integration	Gaining ownership or increased control over distributors or retailers	Forward Integration—PayPal is pushing its service off the Web and into stores via an agreement with Discover card.
Backward Integration	Seeking ownership or increased control of a firm's suppliers	Backward Integration—Fancy Motels Inc. acquiring a furniture manufacturer.
Horizontal Integration	Seeking ownership or increased control over competitors	Horizontal Integration—Britain's GlaxoSmithKline PLC acquired Human Genome Sciences Inc. for \$3 billion.
Market Penetration	Seeking increased market share for present products or services in present markets through greater marketing efforts	Market Penetration—PepsiCo is heavily advertising its new Diet Pepsi special-edition silver cans featuring the blue-and-red Pepsi logo in a heart shape.
Market Development	Introducing present products or services into new geographic area	Market Development—China Petrochemical purchased three Canadian oil companies, Daylight Energy, Tanganyika Oil, and Syncrude Canada.
Product Development	Seeking increased sales by improving present products or services or developing new ones	Product Development—General Electric is building new composite material jet engines, whereas rival Pratt & Whitney is developing newly designed jet engines.

Alternative Strategies Defined and Exemplified

Strategy	Definition	Examples
Related Diversification	Adding new but related products or services	Related Diversification—The toy retailer, Toys 'R' Us developed a new Wi-Fi tablet computer for children (the Tabeo for \$149.99).
Unrelated Diversification	Adding new, unrelated products or services	Unrelated Diversification—Retailer IKEA is opening a chain of motels in Europe.
Retrenchment	Regrouping through cost and asset reduction to reverse declining sales and profit	Retrenchment—Callaway Golf cut 12 percent of its workforce; Deutsche Bank AG cut 1,000 jobs from its investment bank segment.
Divestiture	Selling a division or part of an organization	Divestiture—Dean Foods sold off its WhiteWave-Alpro organic dairy business.
Liquidation	Selling all of a company's assets, in parts, for their tangible worth	Liquidation—Big Sky Farms, one of Canada's biggest hog-producing firms, liquidated.

Integration Strategies

1. Forward Integration

- Perusahaan PT. Kimia Farma membangun jaringan apotiknya sendiri yaitu Apotik Kimia Farma.
 - PT. Astra International menguasai saluran distribusi sampai hilirnya dengan mempunyai outlet Shop and Drive yang memberikan pelayanan service dan menjual suku cadang.
 - GM menguasai 10% dari dealer-nya.
 - Walt Disney misalnya tidak hanya memproduksi film kartun, tapi mendistribusikannya melalui Disney Channel. Toko-toko Disney, dan jaringan TV ABC
-

Integration Strategies

2. Backward Integration

- Penguasaan pabrik Bogasari oleh Indomie
 - Kelompok Kompas Gramedia memiliki banyak anak perusahaan media termasuk penerbitan
 - PT. Gudang Garam International memiliki pabrik kertas rokok di Afrika selain juga memiliki Pabrik Kertas Rokok di Kediri dengan nama PT Surya Zig Zag
-

Integration Strategies

3. Horizontal Integration

- KLM yang membeli sebagian kendali dari Northwest Airlines guna membuka aksesnya ke AS dan Asia
- Pembelian Promus oleh Hilton guna memperbesar jaringan perhotelannya
- PT Indofood Sukses Makmur yang pertama kali populer dengan merk dagang Indomie membeli merk Supermie
- PT. Coca Cola Bottling Indonesia mengakuisisi air minum merk lokal Ades

Intensive Strategies

4. Market Penetration

- Aktivitas pemasaran dan promosi yang intensif dari A-Mild Sampoerna dan berbagai perusahaan rokok lainnya
- McDonald memberikan berbagai cinderamata menarik
- Handphone Oppo, Xiaomi, Vivo gencar melakukan berbagai aktivitas pemasaran

Intensive Strategies

5. Market Development

- Membuat web sites sendiri untuk sarana bagi peningkatan promosi suatu produk ke konsumen langsung
 - Berbagai perusahaan ritel yang bergerak pada skala grosir dan hypermarket berbagai perusahaan lainnya, membuka gerai baru di berbagai lokasi
 - Ekspansi GoJek ke Vietnam dan Indofood ke Filipina
-

Intensive Strategies

6. Product Development

- Berbagai jenis produk Indomie
 - Unilever mengembangkan berbagai macam varian sabun, pasta gigi, shampoo
 - Holland Bakery membuat berbagai macam jenis roti
-

Growth Strategies: Ansoff's Product/Market Expansion Grid

	Current products	New products
Current markets	1. Market-penetration strategy	3. Product-development strategy
New markets	2. Market-development strategy	(Diversification strategy)

Diversification Strategies

7. Related/Concentric Diversification

- Perusahaan mobil seperti Suzuki dan Honda juga memproduksi sepeda motor
- Kelompok usaha Kompas Gramedia masuk ke bisnis penerbitan (Elexmedia Komputindo), toko buku (Gramedia) dan penyiaran (Radio Sonora dan TV7)
- PT. Media Nusantara Citra, Tbk. (MNC). Kelompok bisnis ini menaungi banyak stasiun televisi seperti RCTI, MNC-TV, Global-TV, dan iNews-TV.

Diversification Strategies

8. Unrelated/Conglomerate Diversification

- Pengembangan Amazon yang sebelumnya bergerak toko buku online, memperluas bisnisnya pada bisnis penjualan online untuk mainan dan elektronik, produk-produk seperti DVD players, kamera, dll
 - Samsung – the electronics giant also makes military hardware, apartments, ships and Samsung also operates a Korean amusement park
 - PT Jawa Pos disamping bergerak pada bisnis media juga membuka unit bisnis bidang kelistrikan dan properti
 - Sinarmas Grup bergerak di bidang industri kelapa sawit, teknologi komunikasi, kertas, bank, pertambangan
-

Deensive Strategies

9. Retrenchment

- Lion Air Group memPHK 2.600 karyawannya
 - Grup perhotelan Hilton Hotels dikabarkan melakukan pemutusan hubungan kerja (PHK) terhadap 2.100 pegawainya
 - Merebaknya wabah virus corona membuat 11 perusahaan di Kabupaten Sukabumi meliburkan karyawannya.
-

Deensive Strategies

10. Divestiture

- Aset-aset milik PT Asuransi Jiwasraya dijual dalam rangka melunasi pembayaran kepada para nasabahnya
 - Dato' Sri Tahir menjual tiga aset miliknya di Jakarta, Surabaya dan Bali ke PT Bank Mayapada Internasional Tbk yang juga merupakan perusahaan miliknya.
-

Deensive Strategies

11. Liquidation

- Setelah beroperasi bertahun-tahun di Indonesia, startup penyewaan hotel murah, Airy Rooms, dilaporkan gulung tikar pada 31 Mei 2020
 - BI melikuidasi Bank IFI
 - PT Nyonya Meneer menutup pabriknya di Semarang karena tidak mampu membayar utang sebesar Rp 267 miliar kepada sejumlah kreditur
 - PT Modern Sevel Indonesia memutuskan untuk menutup kegiatan usahanya gerai 7-Eleven (Sevel) per 30 Juni 2017
-

Levels of Strategies

Levels of Strategies with Persons Most Responsible

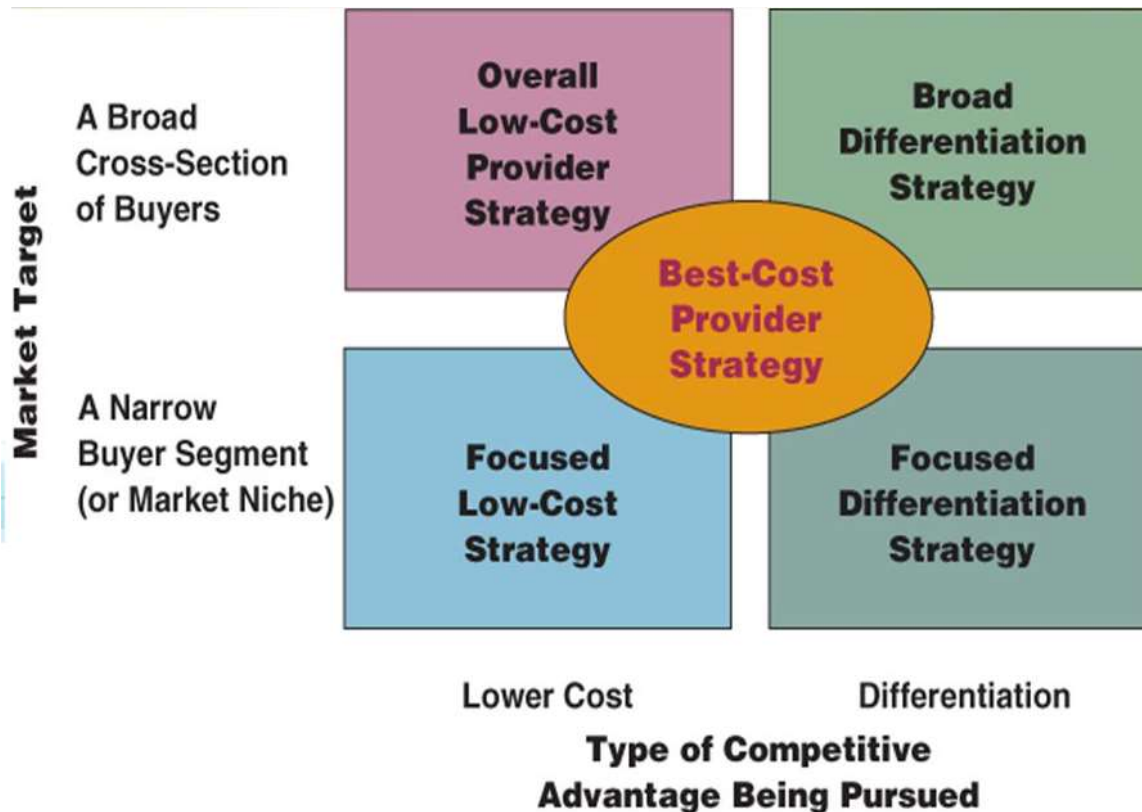


Large Company



Small Company

Michael Porter's Five Generic Strategies



Klik:

- [Youtube](#)
- [Penjelasan tertulis](#)

Contoh-contoh

- Indomaret dan Alfamart
- Apple dan mobil BMW
- LCGC dan LCC
- Ferrari dan Rolls-Royce
- Toyota

PR Kelompok

- A. For your bank, give a hypothetical strategy for each of the following categories:
1. Market penetration
 2. Market development
 3. Product development
 4. Concentric diversification
 5. Unrelated diversification
 6. Backward integration
 7. Forward integration
 8. Retrenchment
- B. Based on Porter's five generic competitive strategies, identify your bank's strategy. Explain your reasons!
-